



C. Alexandria Police Department

Directive 4.19



Early Intervention Program

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4.19.01 PURPOSE AND POLICY

The purpose of this directive is to outline the scope of the department's Early Intervention Program (EIP). This program is not intended to replace or minimize the important role our Critical Incident Stress Management Team plays within our organization.

It is the policy of this Department to properly recognize the value of each employee by applying professionally accepted intervention strategies at an early stage, so that the professional career of the employee can be preserved and service as a city employee be retained.

4.19.02 EARLY INTERVENTION PROGRAM (EIP)

A. PROGRAM DESCRIPTION

The Department's Early Intervention Program (EIP) is a pro-active **non-disciplinary** program designed to identify and positively influence conduct or performance-related problems exhibited by its employees. Good discipline in a well-managed law enforcement agency is essential. Early identification of potential employee problems and appropriate remedial actions can increase accountability and reduce instances of misconduct. The Department should not be faced with investigating an employee for a serious case of misconduct only to find there was an escalating pattern of less

serious misconduct, which could have been abated through intervention. EIP is not an attempt to undermine authority or relieve supervisors of their responsibility to take appropriate action each time they observe misconduct committed by employees. Also, it does not relieve them of investigating incidents and personally intervening to resolve incidents that are outlined in the below listed referral criteria. EIP is not to be used as an alternative method for handling a grievance by an employee.

B. REFERRAL CRITERIA**[35.1.9.a]**

1. The following events, though not exclusive or exhaustive, may be used by the supervisor to identify circumstances warranting referral to the program:
 - a. A pattern of questionable use of force;
 - b. An unusual pattern or excessive number of citizen complaints;
 - c. An unusual pattern or excessive number of officer-involved traffic accidents;
 - d. Sick leave abuse;
 - e. Deterioration in quantity of work; or
 - f. Deterioration in quality of work.
2. A referral may be initiated whenever an employee: **[35.1.9b]**
 - a. Accumulates five or more incidents of any of the above categories within a twelve -month period;
 - b. Accumulates three or more similar incidents, as described above, within a twelve-month period;
 - c. Accumulates fifteen uses of force regardless of the time period. Subsequent reviews will then occur after every five instances from this threshold; or
 - d. Any other on or off-duty incident, circumstance, condition, or marginal performance issue that, in the judgment of the employee's supervisor(s), may be best addressed by the Early Intervention Program.
3. Evaluation of the referred employee will be based on pertinent documentation, such as but not limited to employee *performance* evaluations, citizen complaints, disciplinary actions, use of force incidents, Unit Level Inquires and Administrative Investigations, related memoranda, worker's compensation documents, and traffic *crash* reports. **35.1.9.d]**
4. Supervisors must be alert to identify misconduct by employees and address each occurrence in an effort to prevent escalation into more serious misconduct. **[35.1.9.d]**
5. The referral will be made with a memorandum through channels to the Chief of Police. The memorandum should address the reason(s) for the referral with supporting documentation attached. All items shall be enclosed in a folder and marked "confidential." It is imperative and required that confidentiality be maintained throughout the chain of command. The employee will be made aware of the referral before it begins.

6. The Chief of Police will review the referral and determine whether it is appropriate to recommend the referred employee to an Early Intervention Program Review Panel. The decision of the Chief of Police is final. If the employee is not referred to the panel, the folder will be returned to the employee's supervisor. [35.1.9c]
7. The Chief of Police has the discretion to order an Early Intervention Program Review Panel for any employee without their commander or supervisor initiating a referral or recommendation.

C. EARLY INTERVENTION PROGRAM REVIEW PANEL

1. Panel Composition

- a. Chairperson of the panel: A Field Operations Bureau (FOB) Division Commander, appointed by the Chief of Police.
- b. A member of the Human Resources and Training Division – appointed by the Administrative Services Bureau (ASB) Assistant -Director.
- c. The employee's immediate supervisor and commander.
- d. A representative of an employee *labor* group of which the employee is a member, or a participant of the employee's choice.

2. Panel Procedures

- a. The activities of the panel are designed to support, not replace formal investigative/grievance procedures.
- b. Information discussed by the panel and the employee is confidential and will not be disclosed to others unless authorized by the subject employee and/or it is necessary to facilitate or implement recommendations made by the review panel and approved by the Chief of Police.
- c. The review panel will convene to examine the performance or conduct giving rise to the referral, consider input from subject employees and make recommendations on follow-up action.
- d. The review panel will not *video or audio* record its proceedings nor record discussions in any written form, except the *Commander of Human Resources* and Training *Division*. The only written record made by the review panel will be recommendations (if any) made to the Chief of Police to enhance an employee's performance.
 - Any such written recommendations will be filed in a confidential "Early Intervention Program" file in the Human Resources and Training Division office under the name of the employee.
 - If an employee fails to successfully complete the terms and conditions of the intervention strategy under the program, the recommendations may be considered by the Department in implementing additional measures to ensure appropriate levels of performance.

D. REMEDIAL ACTION**[35.1.9.g]**

1. Recommendations made by the review panel to the Chief of Police constitute the Department's good faith effort to assist employees to positively enhance their performance. Recommendations may include, but are not limited to professional counseling, retraining, closer supervision, or non-disciplinary temporary reassignment.
2. The employee's performance will be monitored during the following 12-month period to determine if there is improvement.
3. If the employee refuses to voluntarily participate in the program or fails to successfully complete the terms and conditions of the intervention strategy, established procedures leading to discipline may be used for future or continuing performance or conduct problems exhibited by the employee.

4.19.03 RESPONSIBILITIES**A. PANEL CHAIRPERSON:**

1. Schedule EIP panel review meetings.
2. Document in memorandum and forward all EIP panel recommendations to the Chief of Police.

B. THE COMMANDER OF EXTERNAL AFFAIRS AND PROFESSIONAL RESPONSIBILITY:**[35.1.9D]**

1. Will notify the employee's commander when a referral is necessary due to activation of the Personnel Early Warning System *in IAPro-BlueTeam database*.
2. Will document information and make appropriate comments regarding activation of the Personnel Early Warning System when reviewing Administrative Investigations, Unit Level Inquires and Use of Force investigations.
3. Will prepare and submit an annual report to the Chief of Police regarding the evaluation of the Personal Early Warning System database maintained by Office of External Affairs and Professional Responsibility.

C. SUPERVISORS OF EMPLOYEES IN NEED OF A REFERRAL:**[35.1.9.d,f]**

1. Will complete a memorandum, through the chain of command *to the Chief of Police*, documenting the reasons for a referral. The memorandum should address the reason(s) for the referral with supporting documentation attached. All

items shall be enclosed in a folder and marked “confidential.” The employee will be made aware of the referral before it begins.

2. Will monitor and review the employee’s compliance with the Panel’s recommendations. Will complete a memorandum, through the chain of command *to the Chief of Police*, at 6 months and 12 months into the employee’s intervention strategy regarding compliance and/or improvement in the employee’s performance.
3. Will participate in the EIP Panel discussions.

D. COMMANDERS OF EMPLOYEES IN NEED OF A REFERRAL:

1. Will review the EIP referral memorandum and make appropriate comments by submitting an addendum to the memorandum or by noting comments on the original memorandum or routing slip.
2. Ensure that follow up is completed on all Panel recommendations and appropriate documentation is forwarded to the Human Resources and Training Commander.
3. Will participate in the EIP Panel discussions.

E. THE HUMAN RESOURCES AND TRAINING DIVISION COMMANDER:

1. Will prepare and submit an annual report to the Chief of Police regarding the implementation and evaluation of the Program. **[35.1.9.e]**
2. Will maintain records of EIP activities consistent with the retention policy of employee personnel files.
3. Will be responsible for documenting all panel members in attendance.
4. Will limit access to the EIP files to the Panel members and others approved by the Chief of Police.

BY AUTHORITY OF:

Michael L. Brown
Chief of Police